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**ELECTION OF DEAN OF SCIENCE FACULTY**

1. Submission of documentation

All nominees shall be required to submit the following documentation:

* Detailed Curriculum Vitae
* A detailed letter of motivation that argues his/her suitability relative to the requirements of the role of Dean
* Written document detailing his/her vision (no more than 5 pages) and strategic plan for the Faculty. The document should include the strengths and major challenges for the Faculty as well as briefly describe how to address these challenges and opportunities within the Faculty. These two documents should be no more than 5 pages.

The above documentation must be sent electronically to:

Dr S Fourie, Registrar of Rhodes University at [s.fourie@ru.ac.za](mailto:s.fourie@ru.ac.za) no later than 12h00 on the 24th of November 2014. Dr Fourie can be contacted at 046 6038101.

To assist in the preparation of this submission, all nominees for Dean shall be sent the information to be found at:

<http://www.ru.ac.za/humanresources/information/sciencedeanelectionprocess/>

2. Assessment process

* At least three, no more than four referee reports shall be accessed for all candidates, as follows:
  + 1 referee to be someone external to person’s current institution
  + An HoD or if the person is the HoD, the Dean or if the current Dean is also a nominee, then a senior colleague or if the nominee is the Dean, then a senior colleague.
  + Appendix 1 outlines what referees will be asked to comment on. Nominees are requested to ensure that their referees can provide such a report by no later than 9h00 on the 30th of November 2014.
  + Referee reports will be made available to the Faculty Election Team prior to the Special Faculty meeting and the content of these reports shared with the rest of the Faculty at the Special Faculty Meeting. This is to manage any sensitivities contained in these reports.
* All documentation sent by the candidate excluding referee reports shall be sent to the Faculty prior to meeting to candidates.
* At the Special Faculty meeting, each candidate will be provided with approximately 1 hour and 15 minutes as follows:
  + The candidate is given 15 minutes to make a brief presentation of their vision and strategic plan to the Faculty. The candidate can assume that the Faculty members have read their written submission. The candidate will be allowed to use presentation media.
  + After the presentation, a question and answer session related to the vision and strategic plan will be held for approximately 30 minutes.
  + The remaining 30 minutes will be spent exploring the candidates’ suitability for the role of Dean. Candidates will be asked to field a set of key questions relating to the specific needs of the Faculty of Science and the University.
* In the case of external candidates, a qualification and employment check conducted will be conducted by the HR Division.

Appendix 1: Referee reports

Referees will be asked to comment on the nominee on the following criteria:

**Academic competencies:**

* Ability to foster a research culture in the Faculty
* Ability to foster a culture that values teaching & learning and that prizes excellence in the Faculty
* Understanding of what community engagement means within the Faculty and with an ability to encourage participation by academics in CE
* Strong planning, organisational and administrative skills with the skills and resilience to cope with multiple demands and periods of high volume in terms of work and stress
* Sound numerical ability, able to work with budgets and analyses of student and staff statistics

**Leadership competencies:**

* Unquestionable personal integrity with a keen sense of fairness, able to balance the competing demands within a HE institution with staff, student, stakeholder expectations and institutional resources
* Personal credibility and an ability to engender respect and instill confidence in people at different levels within the institution as well as those outside of the institution
* Ability to inspire and encourage colleagues, and a commitment to collegiality
* Ability to develop productive relationships with staff in support Divisions holding these Divisions accountable to the agreed service levels

**Personal attributes**:

* Passion to see staff, students, the Faculty and the institution developing and succeeding
* High level of personal responsibility and a strong sense of accountability
* High level of professionalism and conduct that will enhance the reputation of the University
* Personal flexibility: willing to consider alternative perspectives and ideas but with an ability to make difficult decisions independently
* Excellent communication and interpersonal skills with an ability to relate to staff at different occupational levels as well as from different cultures and backgrounds
* Seeks feedback, able to withstand criticism and use constructive criticism to improve
* Champions transformation and diversity: culturally aware and sensitive, fosters an attitude of appreciating diversity, has the ability to drive the transformation agenda (staff, students, curriculum and institutional culture)

Appendix 2: Issues to be explored in candidate interview

**Leadership competencies:**

* Unquestionable personal integrity with a keen sense of fairness, able to balance the competing demands within a HE institution with staff, student, stakeholder expectations and institutional resources

1. Leadership positions require a balancing of competing demands, stakeholder expectations and institutional resources. What strategies have you used in the past to resolve these sorts of situations?

**Leadership competencies:**

* Ability to inspire and encourage colleagues, and a commitment to collegiality

2. Collegiality is a value that we seek to uphold at Rhodes University but as in most HE institutions today, it is under threat. What strategies have you used to promote and support collegiality?

**Leadership competencies:**

* Ability to develop productive relationships with staff in support Divisions holding these Divisions accountable to the agreed service levels

3. This role requires that you are able to develop productive relationships with the relevant staff in support Divisions and that you are able to hold these Divisions accountable to provide the agreed support to your Faculty. What strategies have you used to achieve this kind of relationship?

**Leadership competencies:**

* People skills with a consultative and inclusive style, able to build consensus and commitment to new initiatives, commitment to transparent management
* Ability to develop, articulate and implement strategic goals

4. This role requires that you are able to build commitment to new institutional goals and new initiatives. What strategies have you used in your previous work environments to build this commitment and to drive the successful implementation of strategies?

**Personal attributes**:

* Champions transformation and diversity: culturally aware and sensitive, fosters an attitude of appreciating diversity, has the ability to drive the transformation agenda (staff, students and curriculum)

5. This role requires that you support the transformation of the institution. What initiatives have you personally taken responsibility for in order to drive the transformation agenda in your current work environment?

**Personal attributes**:

* Passion to see staff, students, the Faculty and the institution developing and succeeding

6. This post requires a passion to see the staff and students of this Faculty develop and succeed. What specific strategies have you led that demonstrates this passion? Strategies that have supported the development and success of staff and students?

7. Additional questions will be asked on Faculty-specific issues not addressed in the preceding part of the assessment.